

Annual Work Plan 2014

**Project Title: Vulnerability Reduction, Improved Cohesion and Empowerment (VOICE)**

**OP/Country Programme Outcome:** 3.3: Vulnerable populations in crises situations benefit from improved prevention, risk reduction, and response (mitigation), and are assisted to reach development goals including MDG targets

**Country Programme Output:** 3.3.1: Vulnerable communities particularly women affected by crises have access to training, entrepreneurship, livelihoods, social services and community infrastructure  
*(Those linked to the project and extracted from the CPAP)*

**Project Outputs:**

1. Social capital strengthened for peace building and social cohesion.
2. Support sustainable dialogue, mediation, conflict management capacities and institutional mechanism at local level.
3. Social services strengthened , rehabilitated based on community needs promoting peace and discouraging conflict
4. Implementation plan developed for reintegration of Ex combatants reintegrated into main stream social strata

*(Those that will result from the project and are taken from the Project Strategy)*

### Project Brief Description

Swat district was adversely affected in 2008- 2009 by the militancy crisis and later by floods in 2010, this resulted in massive displacement of population and increased risk of militancy, constraints on food security and livelihoods. The damage to community infrastructure and collapse of relevant service delivery institutions deprived communities' access to basic services and facilities.

With the financial support from The Saudi Fund for Development, Kingdom of Saudi Arabia, UNDP is implementing a "Community Infrastructure Restoration and Rehabilitation" project in District Swat, KP. Through this project, UNDP in coordination with the Government of Khyber Pakhtunkhwa is rehabilitating damaged community infrastructures schemes (link roads, drainage/water channels, culverts, bridges, and streets) in District Swat. The interventions will improve access to services and facilities for the local community and provide the infrastructure necessary for socioeconomic uplift in the area.

Simultaneously the proposed project also aims to improve living standards of communities affected and vulnerable to protracted conflict situation and terrorism in D I Khan district of KP with special focus on marginalized groups including women, children, elderly and youth. The project will seek to improve peace, social cohesion, and socio-economic security in affected areas through sustainable education measures, improved health and livelihood practices while preventing loss to community assets. It will also result in improved stability through restored confidence of affected communities where security of people is most critical and pervasive. All these factors will integrate towards an improved sense of human security and community wellbeing in all vulnerable communities, while reducing incidence of violence, abuse and exploitation of women and girls.

Newly approved Early Recovery Assistance Framework (ERAF) programme seeks to contribute to the government's vision of achieving peace, greater prosperity and tolerance in FATA where livelihoods are stabilized, the voices of all people are heard and local authorities have the capacities to be accountable, providing equitable opportunities for better health, education, reemployment and creation of opportunities for income generation. The programme will contribute to the achievement of the PCNA objectives in particular the following: Building the responsiveness and effectiveness of the state to restore citizen trust; stimulate employment and livelihoods opportunities; ensure the delivery of basic social services and counter radicalization promoting culture for peace, re-integrating ex combatant, conflict resolution, education, sustainable development, health, cohesion and stability at community level. Given that people are the centre of response, an essential component of the programme would be to mobilize and institutionalize community led networks and establishment of safe schools and hospitals in vulnerable areas. The project is also in line with the outcomes outlined in the UN and Government led Early Recovery Assistance Framework (ERAF) and the Government, UN, World Bank and EU led Post Crisis Needs Assessment (PCNA).

Programme Period: 2013-2017

Atlas Award ID: 00058104  
Atlas Project ID: 83038, 72030 & 80195

Start date: 1 Jan 2014  
End Date: 31 Dec 2014

PAC Meeting Date:

Project Board Meeting Date: 21 November 2013

2014 AWP budget: USD **3,620,780**

Total resources required USD **3,620,780**

Total allocated resources:

- Regular
- Bureau of Crisis Prevention & Recovery (BCPR): USD 100,000
- Other:
  - Saudi Fund for Development(SFD) USD 2,655,908
  - UNHSTF USD 364,872
  - TRAC USD 500,000

Unfunded budget: \_\_\_\_\_

In-kind Contributions

**Responsible Parties:** UNDP

**Implementing Partner:** UNDP

**Agreed by UNDP:** (CD / DCD-P)

26/12/13



**I. ANNUAL WORK PLAN 2014**

**Project ID: 83038**      **Project Title: Vulnerability Reduction, Improve Cohesion and Empowerment (VOICE)**

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount
<p><b>Output 1:</b> Social capital strengthened for peace building and social cohesion</p> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>Number of Peace and Development committees (PDCs) formed and strengthened through COs</li> <li>Numbers of peace and development committees integrated at tehsil level</li> <li>Percentage of peace ambassadors able to actively participate in peace and development interventions</li> </ol> <p><b>Baseline:</b> 2013 (30 PDCs formed (all men) by the project)</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>100 PDCs (30% women) in 2014</li> <li>PDCs integrated at tehsil level in 6 tehsils</li> <li>30% peace ambassadors take active part in peace and development interventions</li> </ul> <p><b>Output 2:</b> Damaged social services infrastructures restored/rehabilitates at village level through an area based approach</p>	<p><b>1.1: Activity Result:</b> Local communities organisations formed at community level in project areas, integrated at tehsil and districts level and actively taking part in on-going peace and development interventions</p> <p>1.1.1: Initial dialogues with the target communities</p> <p>1.1.2: Formation of PDCs in community and tehsil level.</p> <p>1.1.3: Undertake peace walks/seminars with communities promoting peace building and social cohesion</p> <p>1.1.4: Developing capacities of peace ambassadors on peace building, planning, and implementation and monitoring for on-going interventions contributing towards peace building and social cohesion.</p> <p><b>2.1: Activity Result:</b> Crisis affected populations have easy access to socio-economic services through community initiatives.</p>	X	X	X		UNDP	TRAC	
			X			UNDP	TRAC	
			X	X		UNDP	TRAC	20,000
			X	X		UNDP	TRAC	30,000

<p>with peace engine/connector promoted.</p> <p><b>Indicators: ( change this with the output)</b></p> <ol style="list-style-type: none"> <li>1. Number and type social services provided</li> <li>2. Number of people including youth, women and disabled benefiting from social services</li> <li>3. Percentage of people satisfied with the improved social services contributing to peace building and social cohesion</li> </ol> <p><b>Baseline:</b> 2010: UNDP Rapid Need Assessment indicated a total of 953 damaged social services in project target areas, out of which 585 services were completed by 2013 benefiting 526,500 people (28% women) Baseline study is planned in partnership with UNESCO and WHO</p> <p><b>Targets:</b> 250 social services schemes will be completed in 2014 benefiting 225,000 people (40% women)</p>	<p>2.1.1: Community initiatives to promote peace and empower communities, including economic recovery and sports for peace.</p> <p>2.1.2: Rehabilitation/construction of social services infrastructures; farm to market roads, small bridges/culverts, community centres, community parks, drinking water supplies, bus stands, streets pavements , water channels/drains etc.</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP</p>	<p>Human Security Trust Fund</p>	<p>2,741,559</p>
<p><b>Activity Result: 3.1</b> CSOs/ LSOs consortium established, strengthened and registered with relevant authorities/secretariat, contributing to conflict sensitive recovery and gender empowerment initiatives</p> <p><b>Out Put 3:</b> National capacity for conflict sensitive programming, early recovery and gender sensitivity strengthened</p> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>1. Conflict and gender sensitised</li> </ol>								

<p>programming documents such as UNDAF, CPAP, program/project document early warning, conflict monitoring system and capacity in CO.</p> <p>2. At least 3 capacity building workshops conducted</p> <p>3. Peace building and social cohesion promoted through CSO networks</p> <p><b>Base Line:</b> currently there is no government supported CSO network</p> <p><b>Targets:</b> CSO network will be functional by 2014 and its capacity built to contribute to peace building and gender sensitivity</p>	<p>3.1.2 Design monitoring system to provide inputs to on-going analysis of the situation and define possible entry points for programming</p> <p>3.1.3 Provide technical assistance and improve on-going programming of the government and stakeholders using gender and conflict sensitive approach</p> <p>3.1.4 Conduct capacity building workshop for UN and UNDP and national stake holders in gender, conflict analysis and conflict sensitive early recovery.</p> <p>3.1.5 Develop gender empowerment strategy in the context of conflict sensitive environment, monitor development trends and build partnership with stake holders</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>TRAC</p>	<p>50,000</p>
<p><b>Out Put 4:</b> Implementation plan developed for reintegration of Ex combatants reintegrated into main stream social strata</p> <p><b>Activity Result 4.1</b> A baseline and implementation plan developed in consultation with stakeholders for the reintegration of ex-combatants.</p>								



<b>Indicators :</b> 1. Implementation plan for reintegration of ex-combatants developed <b>Base Line:</b> Ex-combatants study is underway to get the base line information <b>Targets:</b> 1. Detailed implementation plan developed that identifies community approaches for the reintegration of ex-combatants and pilot some initiatives.	4.1.1 Develop implementation plan for reintegration of ex-combatants and pilot initiatives	X	X	X	X	UNDP	TRAC	100,000	2,941,559
<b>TOTAL</b>									

Project Management and Operational Cost: **USD 679,221** detailed break up in attached as Annex A of this document.

## II. MONITORING PLAN 2014

(Include all monitoring and evaluation activities/events)

**Project ID: 83038**      **Project Title: Vulnerability Reduction, Improve Cohesion and Empowerment (VOICE)**

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
Obtained from the CPAP and project Results Frameworks)	Obtained from the CPAP and project Results Frameworks)	At the project start date	At the project end date	Specific publication, evaluation, survey, field observation, interviews, etc	Monthly, quarterly, annually, etc	Staff member responsible for collecting and reporting data	Estimated cost of collecting and reporting data	Any risks or assumptions concerning data collection
<b>CPAP Outcome:</b> Vulnerable populations in crises situations benefit from improved prevention, risk reduction, and response (mitigation), and are assisted to reach development goals including MDG targets	Number of affected/eligible populations that have returned to pre-disaster income and production levels within 18 months							
<b>CPAP Output:</b> Vulnerable communities particularly women affected by crises have access to training, entrepreneurship, livelihoods and community infrastructure	Number of crisis affected population (sex disaggregated) with improved livelihoods, economic opportunities, and community infrastructure							
<b>Output 1:</b> Social capital strengthened for peace building and social	No. of peace and development committees (PDCs) formed and	30 in 2013	100 (30% women) in 2014	-Progress reports - List of PDCs	Monthly	Social Organizers/M&E Officer		

cohesion	strengthened												
	Percentage of peace ambassadors/advocates able to actively participate in peace and development interventions	0%	30% in 2014	-Progress reports -Field observations -Interviews	Quarterly	Social Organizers/M M&E Officer							
	Number and type of social services completed	Damaged: 953 in 2010, Completed 585 by 2013	250 in 2014	-Progress reports -Monitoring reports	Monthly	Social Organizers Field Engineers/Senior or Construction Manager							
	Number of people including women and disabled benefiting from completed social services infrastructures	726,500 (28% women) by 2013	(40% women) in 2014	-Progress reports -Monitoring reports -Interviews	Monthly	Social Organizers M&E Officer							
	Percentage of people satisfied with the rehabilitated social service infrastructures and its contribution to peace building and social cohesion	Study is underway for baseline	20% increase from the baseline value	-Opinion survey -FGDs -Interviews	Annually	M&E Unit Third party Consultants							Local communities are willing and show interest in giving the information/opinion during research.



<p><b>Out Put 3:</b> National capacity for conflict sensitive programming, early recovery and gender sensitivity strengthened</p>	<p>Conflict and gender sensitised programming documents such as UNDAF, CPAP, program/project document early warning, conflict monitoring system and capacity in CO. At least 3 capacity training conducted Peace building and social cohesion promoted through networks</p>	<p>currently there is no government supported CSO networks in the targeted areas.</p>	<p>CSO network of 15-20 CSOs will be functional by the end of year 2014 in targeted areas contributing to peace building and development</p>	<p>-Govt. Notification -Seed funding initiatives – contracts to CSOs -Progress reports</p>	<p>Quarterly</p>	<p>M&amp;E Officer/NPC</p>	<p>-</p>	<p>Stakeholders including local authorities, community representatives, etc. are willing to participate in the planning process.</p>
<p><b>Out Put 4:</b> Implementation plan developed for reintegration of Ex combatants into main stream social strata and some initiatives piloted.</p>	<p>Ex-combatants need to be supported to help them reintegrate into society</p>	<p>Baseline study is planned</p>	<p>Implementation plan developed</p>	<p>-FGDs -Progress reports -Interviews -Monitoring reports</p>	<p>Annually</p>	<p>Consultant</p>	<p></p>	<p></p>

### III. RECRUITMENT PLAN 2014

(Include all the recruitments envisaged by the project in AWP 2014 - including national and international staff positions that are vacant or newly created)

Project ID: 83038

Project Title: Vulnerability Reduction, Improved Cohesion and Empowerment (VOICE)

#	Post Title	National/ International	Level of Post	Proforma Cost per year (US\$)	Responsible party (UNDP/EAD/ IP/PMU etc)	Contract Modality (TA/FTA/SC / NIMU/Govt)	Reporting to/ Supervisor	Duty Station	Contract Start Date	Contract End Date
1	Programme Coordinator	National	SB-5/3	55,651	UNDP	SC	ACD CPRU	ISB	1-Jan-14	31-Dec-14
2	Senior Construction Manager	National	SB-4/2	25,894	UNDP	SC	Programme Coordinator	ISB	1-Jan-14	31-Dec-14
3	Monitoring & Reporting Officer	National	SB-4/1	18,610	UNDP	SC	Programme Coordinator	ISB	1-Feb-14	31-Dec-14
4	Information Management & GIS Officer	National	SB-4/1	20,302	UNDP	SC	Programme Coordinator	ISB	1-Jan-14	31-Dec-14

5	Peace Building Research Expert	National	S-B/4-1	18,610	UNDP	SC	Programme Coordinator	ISB	1-Feb-14	31-Dec-14
6	Project Engineer	National	S-B 3/3	17,437	UNDP	SC	Senior Construction Manager	ISB	1-Feb-14	31-Dec-14
7	Admin & Finance Associate	National	SB-3/2	15,182	UNDP	SC	Programme Coordinator	ISB	1-Jan-14	31-Dec-14
8	Administration and Finance Assistant	National	S-B3/1	10,398	UNDP	SC	Administration and Finance Associate	ISB	1-Feb-14	31-Dec-14
9	Programme Assistant	National	S-B 3/1	10,398	UNDP	SC	Monitoring officer	ISB	1-Feb-14	31-Dec-14
10	Driver	National	S-B/1-2	5,304	UNDP	SC	Programme Coordinator	ISB	1-Jan-14	31-Dec-14
11	Driver	National	S-B/1-2	5,304	UNDP	SC	Programme Coordinator	ISB	1-Jan-14	31-Dec-14



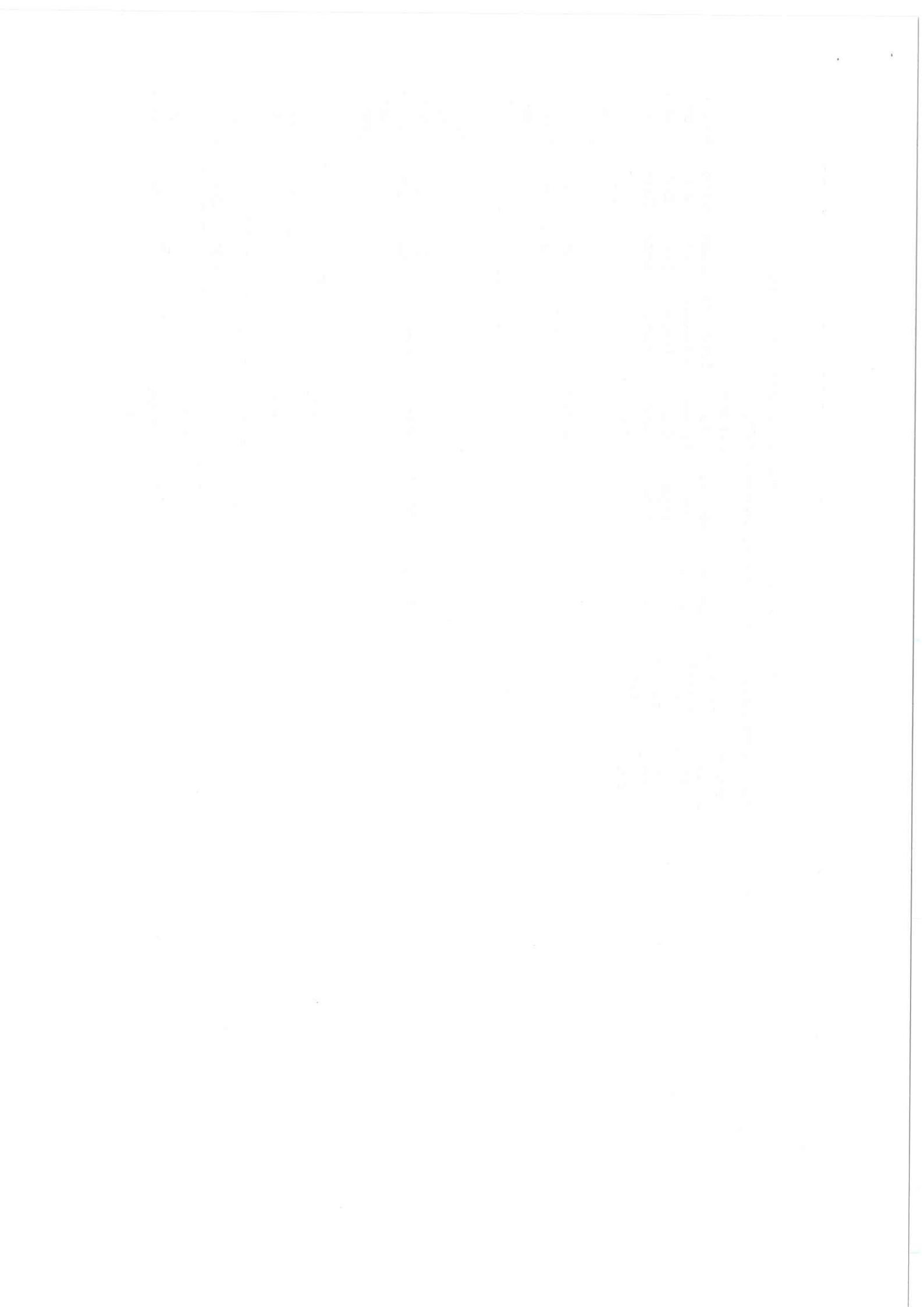
12	Driver	National	S-B/1-2	5,304	UNDP	SC	Programme Coordinator	ISB	1-Jan-14	31-Dec-14
13	Office Assistant	National	S-B/1-1	4,191	UNDP	SC	Programme Coordinator	ISB	1-Jan-14	31-Dec-14

#### IV. PROCUREMENT PLAN 2014

(Include all local and international procurements valued at or above \$ 2,500 envisaged in AWP 2014 – including goods, assets, services and works)

Project ID: 83038 Project Title: Vulnerability Reduction, Improve Cohesion and Empowerment (VOICE)

#	Description	Type (good, service, works)	Estimated Budget (\$)	Responsible party (UNDP/EAD/IP/PMU etc)	Invitation Type (EFP, RFA, ITB, etc)	Announcement Target Date	Evaluation Target Date	Committee Review (CAP, RACP, etc)	Committee Review Target Date	Contract Start Date	Contract End Date	Responsible project staff
1.	Hiring of private construction firms	Works	2,235,271	UNDP	ITB	15 March	25 March	CAP/RACP	23 April	10 May	10 Sep	Senior Construction Manager/M&E Officer
2.	Hiring of consultants/firm or NGO for on-going field monitoring of private construction firms led implementation of community infrastructure schemes. ( Social Organizer and Field Engineer)	Services	70,000	UNDP	RFP	15 Feb	20 March	CAP	30 March	20 Apr	30 Sep	Senior Construction Manager/M&E Officer
3.	Purchase of laptops (4in no.)	Goods	6,800	UNDP	RFQ	1 Jan	7 Jan	Evaluation Committee	20 Jan	1 Feb	20 Feb	Admin. Associate
4.	Hiring of monitoring firm for third party monitoring	Services	20,000	UNDP	RFP	1 Jan	30 Jan	CAP	30 Feb	15 Mar	31 Dec	M&E Officer
5.	Purchase of Cameras	Goods	10,000	UNDP	RFQ	1 Jan	7 Jan	Evaluation Committee	20 Jan	1 Feb	20 Feb	Admin & Associate





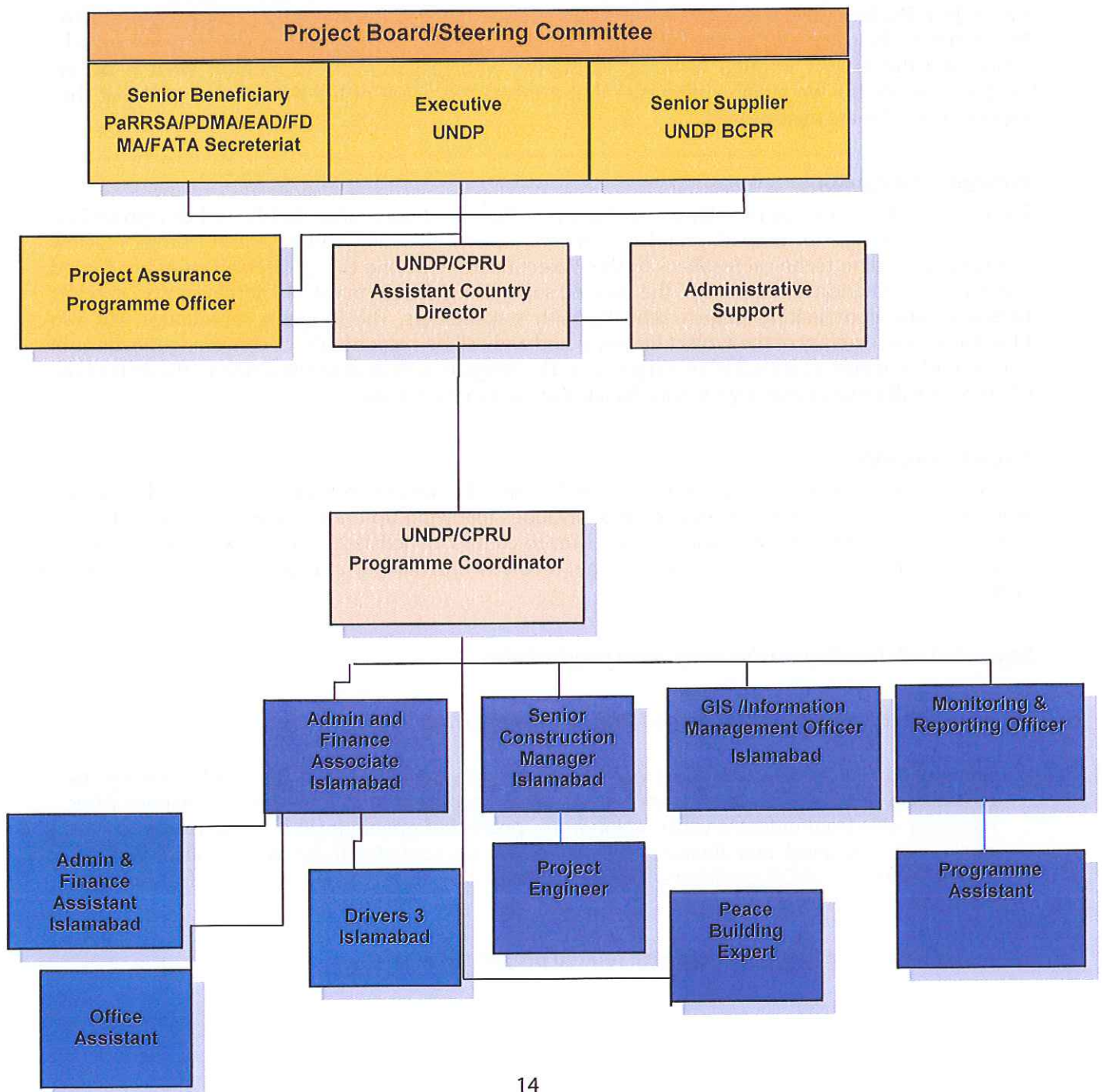
**V. MANAGEMENT ARRANGEMENTS**

Explain the roles and responsibilities of the parties involved in managing the project.

Please refer to the Project Document – Deliverable Description to complete this component of the template. Use the diagram below for the composition of the Project Board.

UN Human Security Trust Fund proposal has following positions:

1. Peace building expert
2. Monitoring officer
3. Programme Assistant
4. Admin and Finance Associate



This project will be implemented by UNDP Pakistan through the DIM modality. Roles and responsibilities of parties involved are as follows:

### **The Project Review Board**

A Project Review Board (PRB) will be established to provide overall direction and strategic guidance for the project. The Executive role of the PRB will be performed by UNDP and PDMA/ PaRRSA, FDMA/FATA Secretariat in their capacity as co-chairs. The PRB will meet six monthly and as and when required- supporting the project through technical assistance, with responsibility to monitor what is being produced as per the work plan and ensure that it meets the needs of the beneficiaries and that the expected benefits are materialized.

### **Program Coordinator**

The project will be managed on day-to-day basis by a Program Coordinator. He/she will be responsible, among other things, for preparing and revising work-plans; planning and organizing project review meetings; providing technical feedback to the Project Board; ensuring that project activities are carried out within the financial limitations of the budget; supervising the technical and administrative support personnel and coordinating project activities with stakeholders. The Program coordinator will also function as the secretary of the Project Review Board and will be accountable for convening meetings bi annual/mid-year and on ad hoc basis if necessary. The Program coordinator will report to the ACD of the CPRU. S/he will be supported by team as depicted in organogram above.

### **Project Assurance**

Project assurance role will be carried out by CPRU, UNDP Country Office through spot checks and field visits on project sites. The tasks of assurance, includes following up on management actions, keeping track of progress benchmarks, visiting project sites to contact beneficiaries and contractors, interpreting progress and technical report, processing budget revisions, and making arrangements for evaluation and audit.

### ***Suggested sub-headings in this component may include:***

#### **➤ *results of capacity assessment of implementing partner***

Construction firms will be selected based on the technical and financial capacity to rehabilitate/restore. ITB will be launched on UNDP website and in different newspapers. After receiving bids from different construction firms, public bid opening will be organised and later preliminary, technical and financial evaluation will be carried out by the qualified team of engineers as per UNDP guidelines. Selected construction firms will be awarded after approval from CAP/RACP/ACP.

#### **➤ *collaborative arrangements with related projects (if any)***



Duplication of efforts and resources will be avoided by ensuring coordination with CPRU and others units' similar interventions being implemented in the crisis affected areas of KP/ FATA.

➤ ***audit arrangements***

The audit of this project will be made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Performance Review).

➤ ***agreement on intellectual property rights and use of logo on the project's deliverables***

The project visibility will be ensured as per SFD visibility requirement stated in Section 4-2 of the signed MOU attached as Annex A with this document.

### **Harmonised Approach to Cash Transfers**

All cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner and UNDP. Cash transfers for activities detailed in AWP's can be made by UNDP using the following modalities:

Cash transferred directly to the Implementing Partner:

After activities have been completed (reimbursement);

Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;

Direct payments to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

Following the completion of any activity, the Implementing Partner shall refund any balance of funds to UNDP, unless agreed otherwise by mutual agreement between the Implementing Partner and UNDP.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by UNDP may conduct such an assessment, in which the Implementing Partner shall participate.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.



## **Audit and Oversight**

Implementing partners agree to cooperate with UNDP for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Implementing partners agree to the following:

Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives,

Programmatic monitoring of activities following UNDP's standards and guidance for site visits and field monitoring,

Special or scheduled audits. UNDP, in collaboration with other UN agencies (where so desired: and in consultation with the will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.

The audits will be commissioned by UNDP and undertaken by private audit services. Assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.

## VI. PLANNING, MONITORING AND REPORTING

The project will follow the following planning, monitoring and reporting cycle during the year.

Timeline /Target Date	Activity	Primary Responsibility
1 November 2013	Prepare draft Annual Work Plan 2014 and budget and present at UNDP annual retreat on 4-5 November 2013	Project Manager
11 November 2013	Review of AWP for Quality assurance, alignment with CPAP and UNDP priorities, results orientation and resource availability	ACD UNDP and Program Officer
30 November 2013	Organise Project Steering Committee to: a) Review of project contribution to results and financial delivery 2013; b) Review and endorsement of AWP 2013	Project Director/ Project Manager
6 December 2013	Submit signed AWP and, where applicable in NIM projects, Letter of Service, to UNDP for final review and signature by UNDP	Project Director/ Project Manager
6 December 2013	Submit draft Annual Progress Report 2013, including project contribution to outcomes, outputs, activities and financial delivery and lessons-learnt, to UNDP	Project Director/ Project Manager
13 December 2013	Approval of AWP and LOS by UNDPs	ACD UNDP and Program Officer
31 December 2013	Review and provide feedback on the project APR to NPM	ACD UNDP and Program Officer
31 January 2014	Submit final Annual Progress Report 2013 to UNDP	Project Director/ Project Manager
28 February 2014	Annual audit of the project	SMU-UNDP
30 April 2014 31 July 2014 31 October 2014	Quarterly Progress Reports, including: a) Report on project progress and financial delivery b) Update of Issue Log in Atlas (tracking and resolution of potential problems or requests for change) c) Update of Risk Log (Reviewing of external environment that may affect project implementation)	Project Manager
15 July 2014	Organise Project Steering Committee (Mid-year review of project progress and, if needed, revision of the AWP)	Project Director/ Project Manager
30 November 2013	Organise Project Steering Committee to: c) Review of project contribution to results and financial delivery 2013; d) Review and endorsement of AWP 2013	Project Director/ Project Manager



Monitoring and evaluation system has been developed with an intention to use as a reference document while performing monitoring and evaluation activities at different stages including 1) implementation monitoring 2) outcome monitoring and 3) contextual monitoring that directly or indirectly affect the performance of the project. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

#### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table.
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Coordinator to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- For the quality assurance, Monitoring Officer and Programme Coordinator will periodically conduct monitoring visits to project sites. Their reports will highlight the status of the construction work, quality and compliance, the issues on sites and recommendations for any improvement. Their findings will be maintained in a database and compliance to these recommendations will be directly monitored by the Project Coordinator and Senior Construction Manager. Overall the Project Coordinator will ensure the quality and compliance with overall supervision by the Program Officer, CPRU.
- To further ensure the quality of construction work multiple parameters have been developed including sampling quality testing of materials through renowned laboratories, and final verification of the construction work before releasing payment to contractors”.

#### Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Project Coordinator and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format covering the whole year with updated information for each above element as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, at the end of the year 2014 annual project review will be driven by the Project Board and may involve other stakeholders if required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes

#### Evaluation:

This Project will be part of the Country Office outcome evaluations. At the end of the project a review will also be carried out by an independent firm or consultants to see the impact of the project.



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## VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference, constitute together the instrument envisaged and defined in the [Supplemental Provisions](#) to the Project attached hereto and forming an integral part hereof, as "the Project Document"

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]<sup>1</sup> [UNDP funds received pursuant to the Project Document]<sup>2</sup> are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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<sup>1</sup> To be used where UNDP is the Implementing Partner

<sup>2</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner.

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**ANNEXES**

- Annex 1: Risk log matrix (An assessment of risks that may affect the project implementation and achievement of results)
- Annex 2: Letter of Service signed between UNDP and the Implementing Partner where UNDP Country Office will provide Implementation Support Services to a NIM project
- Annex 3: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
- Annex 4: Cost sharing agreements signed with donors/government (if any)
- Annex 5: Project cooperation agreement signed with NGOs (if any)
- Annex 6: Agreements between the Implementing Partner and Responsible Parties (Government entities, NGOs, etc)
- Annex 7: Terms of Reference for key project personnel should be developed and attached

**OFFLINE RISK LOG**

<b>Project Title: Vulnerability Reduction, Improved Cohesion and Empowerment (VOICE)</b>	<b>Award ID: 58104</b>	<b>Date: 1 Jan 2014 to 31 Dec 2014</b>
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Sources	Project Issues/Risks	Impact on Project	Mitigation Measures	Responsibility	Risk Probability
Political	Local politicians try to influence interventions to take political benefits	Delays and hurdles in smooth implementation	Regular briefing and information sharing with the government counterparts at all tiers on the objectives and progress of the project	Project management, PaRRSA/ PDMA, FDMA	Low
Social	Local communities can raise issues during implementation resulting into delay in implementation	Delay in implementation and changes in BoQs/designs of community infrastructure schemes	Dialogue and continuous community mobilization to solve issues/conflicts ensuring smooth implementation maximizing the benefits for the intended beneficiaries	Social Organizers/Project Engineers and Staff of construction firms	High
Operational	Late receipt of funds from the donor	Temporary suspension of construction work that may result in frustration of construction firms and communities	Continuous follow up with the donor for timely release of funds. Compensation with strong justification if the projects remain suspended for longer time.	Project management/ UNDP Country Office	Low
Security	Direct threat to UNDP Staff/Partners Limited Accessibility to project areas	Damage to Life/Resources Delay in implementation	Security protocols will be in place and strictly observed by staff Active involvement of government authorities will be ensured	Project management PaRRSA/District Administration, FDMA	High Medium
Weather	Heavy snow fall/rain may cause delay in start of	Possibility of not meeting the	Appropriate measures will be adopted keeping in	Project Engineers/Staff of	Medium



	construction work at some sites	deadlines and project targets as agreed with the construction firms	view the weather condition. Amendments in the work plan & contract if necessary	construction firms/UNDP Country Office	
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Annual Work plan (Annex-A)

Pakistan-Islamabad

Project: 00058104  
Project Title: Community Resilience and Social Cohesion in the Crises  
Affected regions of Pakistan.

Year: 2014

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Description	Amount US\$	
00072030 Peace & Development in KPK	Early Recovery Coordination Project Management Support			UNDP	4000	TRAC	71300	Local Consultants	30,000
				UNDP	4000/30000	TRAC / UNHSTF	71400	Contractual Services – Individual	212,585
				UNDP	4000/30000	TRAC / UNHSTF	71600	Travel	14,000
				UNDP	4000	TRAC	72100	Contractual services- Companies	120,000
				UNDP	04160/30000	BCPR/UNHSTF	72200	Equipment and Furniture	16,800
				UNDP	4000/30000	TRAC	72400	Communication & Audio Visual Equip	1,700
				UNDP	4000/30000	TRAC / UNHSTF	72500	Supplies	1,500
				UNDP	4160	BCPR	73100	Rental & Maintenance-Premises	21,000
				UNDP	4000	TRAC	73410	Maint: Operational cost of Transport Equip	8,000

					UNDP	4000/30000	TRAC /UNHSTF	74210 Printing and Publications	1,500
					UNDP	4000	TRAC	74500 Miscellaneous Expenses	2,000
					UNDP	4000/30000	TRAC /SFD/UNHSTF	74525 Sundries	52,188
					UNDP	30000	SFD/UNHSTF	75100 Facilities & Administration	197,948
<b>Total</b>									<b>679,221</b>
<b>Output 1: Social capital strengthened for peace building and social cohesion</b>	Local communities formed at community level in project areas, integrated at tehsil and districts level, sensitize on peace building and social cohesion and are actively taking part in on-going peace and development interventions				UNDP	04160/4000	BCPR/TRAC	72600 Grants 75700 Training, Workshops and Conference	50,000
<b>Output 2: Damaged social services infrastructures restored/rehabilitate at village level through an area based approach with peace engine/connector promoted.</b>	Crisis affected populations have easy access to socio-economic services through improved community initiatives in their respective areas to lead to livelihood opportunities.				UNDP	30000	SFD/UNHSTF	72100 Contractual services-Companies 75100 Facilities & Administration	2,741,559



<p><b>Out Put 3:</b> National capacity for conflict sensitivity, early recovery and gender sensitivity strengthened, existing initiatives sensitised.</p>	<p>CSOs/ consortium established, strengthened registered relevant authorities/secretariat, contributing to conflict sensitive recovery and gender empowerment initiatives</p>	<p>LSOs</p>		<p>UNDP</p>	<p>04160</p>	<p>BCPR</p>	<p>72600 Grants</p>	<p>50,000</p>
<p><b>Out Put 4:</b> Ex-combatants reintegrated into main stream social strata through mentoring, social and economic support in partnership with PDMA/FDMA.</p>	<p>Ex combatants are trained, received cash grants for setting up business and reintegrated into normal society</p>		<p>UNDP</p>	<p>4000</p>	<p>TRAC</p>	<p>75700 Training, Workshops and Conference</p>	<p>100,000</p>	
<b>Total</b>								
<b>Grand Total</b>								
								<b>2,941,559</b>
								<b>3,620,780</b>

